

Here are 4 models that are useful guides for managing the people in your team.

They overlap and can be used together.

First break all the rules – Marcus Buckingham & Curt Coffman (What the world's greatest managers do DIFFERENTLY)

The book came out of research done by the Gallup organization over 25 years looking at:
“What do the most talented employees need from their work place?” &
“How do the world's greatest managers find, focus and keep talented employees?”

These are the six questions that you want your people to answer wholeheartedly yes to (5/5)

1. Do I know what is expected of me?
2. Do I have the materials and equipment I need to do my job right?
3. Do I have the opportunity to do what I do best every day?
4. In the last seven days have I received recognition or praise for good work?
5. Does my supervisor (or someone at work) seem to care about me as a person?
6. Is there someone at work who encourages my development?

When these questions are answered positively then positive links were made with 4 measures of business outcomes. Namely: Productivity, Profit, Staff Retention and Customer Service.

Delegation - 5 levels of initiative – Stephen Covey

From the 6 hour tape set (1990) of The Seven Habits:

When setting up a delegation.

Be clear and explicit on the level of initiative that the person is allowed to exercise.
Or not allowed to exercise.

Level 1. Wait until told.

Pure gofer delegation. Don't do anything til I tell you.

Level 2. Ask.

You see a problem, ask me about it. Ask me what to do.

Level 3. Recommend.

Bring me a problem, and bring me your recommendation along with it.

Level 4. Do it, and report immediately.

So if there's a mistake, it can be fixed immediately.

Level 5. Do it, and report routinely.

That's the full delegation.

Choosing the level.

It depends on the person you're delegating to.

And it depends on the thing you're delegating.

There might be some things you don't want them messing around with. Like policy.
It depends how important it is, for there not to be a mistake.
But usually, try to avoid Level 1 and Level 2.

Over time, you can move them up to higher levels.
Or you can move them back down for a while; on particular things.

Empowerment Model – Stephen Covey (Seven Habits)

Particularly, when delegating at level 5, you can move then from Delegation to Empowerment --
(From Gofer to Stewardship). The key aspects are:

- Desired Results (not methods)
- Guidelines
- Resources available
- Accountability
- Consequences

The SAID model – Duncan Coppock (The Self Factor)

When someone wants to talk with you, clarify whether what they want from you is:

- **Support** – that it is appropriate to come to you for
- **Advice** – that it is appropriate to come to you for
- **Information** – that it is appropriate to come to you for
- **Decision** – that it is appropriate to come to you for

Anything else is likely to be an attempt to delegate their responsibility and hand you a 'monkey' (problem).